

AD-A264 109



2



UNITED STATES ARMY  
HEALTH CARE STUDIES AND  
CLINICAL INVESTIGATION ACTIVITY

DTIC  
ELECTE  
MAY 12 1993  
S B D

U.S. ARMY HEALTH SERVICES COMMAND INSPECTOR GENERAL  
ORGANIZATIONAL CLIMATE SURVEY

A. David Mangelsdorff, Ph.D., M.P.H.

U.S. Army Health Care Studies and Clinical Investigation Activity  
U.S. Army Health Services Command  
Fort Sam Houston, Texas 78234-6060

Health Care Studies and Clinical Investigation Activity  
Consultation Report CR91-007

August 1991

DISTRIBUTION STATEMENT A

Approved for public release;  
distribution unlimited

93 5 11 184



UNITED STATES ARMY  
HEALTH SERVICES COMMAND  
FORT SAM HOUSTON, TEXAS 78234

93-10517



NOTICE

The findings in this report are  
not to be construed as an official  
Department of the Army position  
unless so designated by other  
authorized documents.

\* \* \* \* \*

Regular users of services of the Defense Technical Information Center  
(per DOD Instruction 5200.21) may purchase copies directly from the  
following:

Defense Technical Information Center (DTIC)  
ATTN: DTIC-DDR  
Cameron Station  
Alexandria, VA 22304-6145

Telephones: DSN 284-7633, 4 or 5  
COMMERCIAL (703) 274-7633, 4, or 5

All other requests for these reports will be directed to the following:

U.S. Department of Commerce  
National Technical Information Services (NTIS)  
5285 Port Royal Road  
Springfield, VA 22161

Telephone: COMMERCIAL (703) 487-4650

## REPORT DOCUMENTATION PAGE

Form Approved  
OMB No 0704-0188

1a. REPORT SECURITY CLASSIFICATION <u>Unclassified</u>			1b. RESTRICTIVE MARKINGS		
2a. SECURITY CLASSIFICATION AUTHORITY			3. DISTRIBUTION / AVAILABILITY OF REPORT Approved for public release; distribution unlimited		
2b. DECLASSIFICATION / DOWNGRADING SCHEDULE					
4. PERFORMING ORGANIZATION REPORT NUMBER(S)			5. MONITORING ORGANIZATION REPORT NUMBER(S)		
6a. NAME OF PERFORMING ORGANIZATION US Army Health Care Studies & Clinical Investigation activity HSHN-T		6b. OFFICE SYMBOL (If applicable)	7a. NAME OF MONITORING ORGANIZATION		
6c. ADDRESS (City, State, and ZIP Code) Ft Sam Houston, TX 78234-6060			7b. ADDRESS (City, State, and ZIP Code)		
8a. NAME OF FUNDING / SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (If applicable)	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER		
8c. ADDRESS (City, State, and ZIP Code)			10. SOURCE OF FUNDING NUMBERS		
			PROGRAM ELEMENT NO	PROJECT NO.	TASK NO.
			WORK UNIT ACCESSION NO		
11. TITLE (Include Security Classification) (U) U.S. Army Health Services Command Inspector General Organizational Climate Survey					
12. PERSONAL AUTHOR(S) A. David Mangelsdorff					
13a. TYPE OF REPORT Final		13b. TIME COVERED FROM <u>Apr 91</u> TO <u>Aug 91</u>		14. DATE OF REPORT (Year, Month, Day) 1991 August	
15. PAGE COUNT 16					
16. SUPPLEMENTARY NOTATION					
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)		
FIELD	GROUP	SUB-GROUP	personnel management, administration, satisfaction		
19. ABSTRACT (Continue on reverse if necessary and identify by block number) Headquarters, U.S. Army Health Services Command Inspector General (HQ HSC IG) requested assistance in the development and scoring of a questionnaire to assess attitudes of personnel during HSC site visits. Surveys were edited before descriptive and comparative statistics were calculated.					
20. DISTRIBUTION / AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION Unclassified		
22a. NAME OF RESPONSIBLE INDIVIDUAL A. David Mangelsdorff, Ph.D., M.P.H.			22b. TELEPHONE (Include Area Code) (210) 221-0671		22c. OFFICE SYMBOL HSHN-T

## TABLE OF CONTENTS

BACKGROUND	1
METHOD	1
Subjects	1
Procedure	1
RESULTS AND DISCUSSION	1
Overview	1
Demographics	1
Overall Levels	2
Comparative Analyses	2
CONCLUSIONS	3
RECOMMENDATIONS	3
TABLES	
1 Descriptive Statistics for Demographic Data	4
2 Mean Values of HSC IG Organizational Climate Survey	5
ANNEX	
HSC Inspector General Organizational Climate Survey	6

*Handwritten: 100-442887-100*

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By Distribution/	
Availability Codes	
Avail and/or	
Special	
Dist	
A-1	

U.S. ARMY HEALTH SERVICES COMMAND INSPECTOR GENERAL  
ORGANIZATIONAL CLIMATE SURVEY

Headquarters, U.S. Army Health Services Command Inspector General (HQ HSC IG) requested assistance in the development and scoring of a questionnaire to assess attitudes of personnel during HSC site visits.

METHOD

Subjects

Survey packets were sent from HQ HSC to the installation for administration as part of the HQ HSC IG site visit. A total of 150 surveys were provided for distribution. Completed survey responses were received from 135 personnel.

Procedure

Surveys were edited for analyses. Descriptive and comparative statistics were calculated.

RESULTS AND DISCUSSION

OVERVIEW

Descriptive statistics were calculated. The sample demographics were summarized. Overall levels of ratings were described, the highest and lowest are reported. Comparisons were made as a function of category (military, civilian).

DEMOGRAPHICS

Surveys were received from 135 personnel. Summary statistics for the demographics are found in Table 1. The sample was 74.1% military.

The representativeness of the sample may not reflect the overall distribution at the installation. There were no company grade officers or senior level GS/GM civilians responding.

OVERALL LEVELS

The rated items used a 7-point Likert scale where 1 = strongly disagree, 4 = do not know, 7 = strongly agree. For scoring purposes, blank responses were treated as missing values.

The items are summarized in Table 2. The items with the lowest ratings (most disagreement) in Table 2 were:

Q15 "Civilians should perform in more management positions within the command."

Q4 "It is appropriate that all management positions are military."

Q34 "Civilian employees abuse annual leave privileges."

Q47 "The commander visits all areas of the organization on a regular basis."

The items with the highest ratings (most agreement) in Table 2 were:

Q12 "The work I perform is important to the mission of the organization."

Q33 "I understand the chain of command within the organization."

Q15 "Civilians should perform in more management positions within the command."

Q9 "I feel free to go to my supervisor with questions or problems about my work."

In examining the overall level of the rated items, the majority of the mean responses in Table 2 were moderate (between 3 and less than 5 on the 7-point scale). There was agreement ( $> 5.4$ ) from both military and civilians on the following items:

- Q12 "The work I perform is important to the mission of the organization."
- Q33 "I understand the chain of command within the organization."
- Q9 "I feel free to go to my supervisor with questions or problems about my work."

This seems to reflect a positive organization, where individuals recognize the importance of the work to the mission and understand the chain of command within the organization.

There was disagreement ( $< 3.9$ ) from both military and civilians on the following items:

- Q30 "The engineer support is responsive to the needs of the organization."
- Q34 "Civilian employees abuse annual leave privileges."
- Q35 "Civilian employees abuse sick leave privileges."
- Q45 "The weight control program is equal across the organization."
- Q47 "The commander visits all areas of the organization on a regular basis."

This suggests several areas may need attention: the engineer support, the weight control program, and whether the commander visits all areas of the organization on a regular basis.

#### COMPARATIVE ANALYSES

Comparisons were made of rated items according to category (military versus civilian). There were significant differences ( $p < .05$ ) between civilian and military responses on the following items:

- Q4 "It is appropriate that all management positions are military."
- Q15 "Civilians should perform in more management positions within the command."
- Q17 "Military supervisors/managers should be present when civilians are working."
- Q22 "Military members are treated with respect within this organization."
- Q24 "I understand the military rating system and how it works."
- Q25 "I understand the civilian rating system and how it works."
- Q43 "Job related training material is available."
- Q63 "Access to physical fitness facilities."

There were significant differences on the role of civilians in management positions (Q15). Civil servants felt strongly that "Civilians should perform in more management positions within the command;" military personnel disagreed significantly. The same differences were reflected in the mirror image question (Q4). The military felt that "It is appropriate that all management positions are military;" the civilians disagreed significantly.

There were significant differences on Q17 "Military supervisors/managers should be present when civilians are working;" with civilians disagreeing significantly. Equal access to (Q43) job related training material and (Q63) physical fitness facilities for military and civilians may be a concern, with the civilians perceiving less availability. The relative levels suggest these are not major problems.

There may need to be clarification about the organization's mission and definition of the roles of both civilian and military personnel. More information and communication from command and supervisors would be helpful.

### CONCLUSIONS

Surveys were received from 135 personnel, the majority being military (74.1%). There was not representative responses from all groups.

The majority of the responses were moderate; no items of overall strong concerns.

Responses reflect a positive organization. Individuals recognize importance of the work performed and understand the chain of command within the organization.

Engineer support may be less than responsive to the needs of the organization.

The weight control program may not be equal across the organization.

The commander may need to visit all areas of the organization on a regular basis.

There may need to be clarification about the organization's mission and definition of the roles of both civilian and military personnel. More information and communication from command and supervisors would be helpful.

### RECOMMENDATIONS

A sampling plan should reflect the actual distribution of personnel at the installation.

Personnel need more communication and information about what is happening and why.

Commander may need to provide further clarification about organization's mission and definition of the roles of both civilian and military personnel.

Table 1

## Descriptive Statistics For Demographic Data

Category	Enlisted		Officer			Civilian					WageGrd
	E1-E5	E6-E9	WO	01-03	04-06	GS1-GS5	GS6-GS9	GS10-GS12	GS/GM13	13+	
	27	54	1	0	18	11	7	7	0	0	

Category	Supervisor's Category	
	Military	Civilian
Military	96	4
Civilian	14	21

Category	Time Under Present Supervisor			
	< 1	1-3	4-5	> 5 years
Military	53	42	3	1
Civilian	9	15	5	5

	Length of Time Assigned to Organization				
	< 1	1-3	4-6	6-10	> 10
Category					
Military	22	65	8	4	1
Civilian	1	11	5	4	13



Table 2

Mean Values of HQ HSC IG  
Organizational Climate Survey Rated Items

<u>Item</u>	<u>Mil</u>	<u>Civ</u>	<u>Item</u>	<u>Mil</u>	<u>Civ</u>	<u>Item</u>	<u>Mil</u>	<u>Civ</u>	<u>Item</u>	<u>Mil</u>
1	4.9	4.8	28	4.5	4.5	49	4.5	4.1	69	4.5
2	4.7	5.1	29	4.7	4.6	50	3.8	4.2	70	5.0
3	4.6	5.0	30	3.3	3.7	51	3.9	4.2	71	4.2
4	4.8	2.9 **	31	3.8	4.0	52	4.1	4.6	72	3.9
5	4.9	5.2	32	4.5	4.0	53	4.1	4.1	73	4.0
6	4.8	4.7	33	5.9	5.8	54	4.8	4.6	74	4.1
7	4.7	4.8	34	3.4	3.1	55	3.9	3.9	75	4.4
8	4.7	4.6	35	3.6	3.3	56	3.8	3.7	76	4.8
9	5.5	5.6	36	4.1	4.0	57	4.3	4.0	77	3.9
10	4.3	4.3	37	4.2	4.0	58	4.9	4.5		
11	3.6	3.8	38	4.6	4.4	59	4.4	4.3		
12	5.9	6.3	39	4.6	4.6	60	4.9	4.4		
13	4.6	5.1	40	4.1	4.7	61	4.7	4.3		
14	4.9	4.6	41	4.8	5.0	62	4.8	4.8		
15	2.8	5.8 **	42	4.3	3.9	63	5.1	4.1 **		
16	4.6	4.5	43	4.7	3.8 **	64	4.7	4.6		
17	4.7	3.6 **	44	4.5	4.4	65	4.6	4.1		
18	4.0	3.8	45	3.6	3.9	66	4.2	4.6		
19	4.2	3.9	46	4.4	4.0	67	4.9	4.9		
20	4.9	5.0	47	3.9	3.2	68	4.7	4.5		
21	4.5	4.8	48	4.7	4.4					
22	4.5	5.5 **								
23	5.3	4.6								
24	5.6	4.8 **								
25	4.5	5.5 **								
26	3.9	4.3								
27	3.9	4.2								

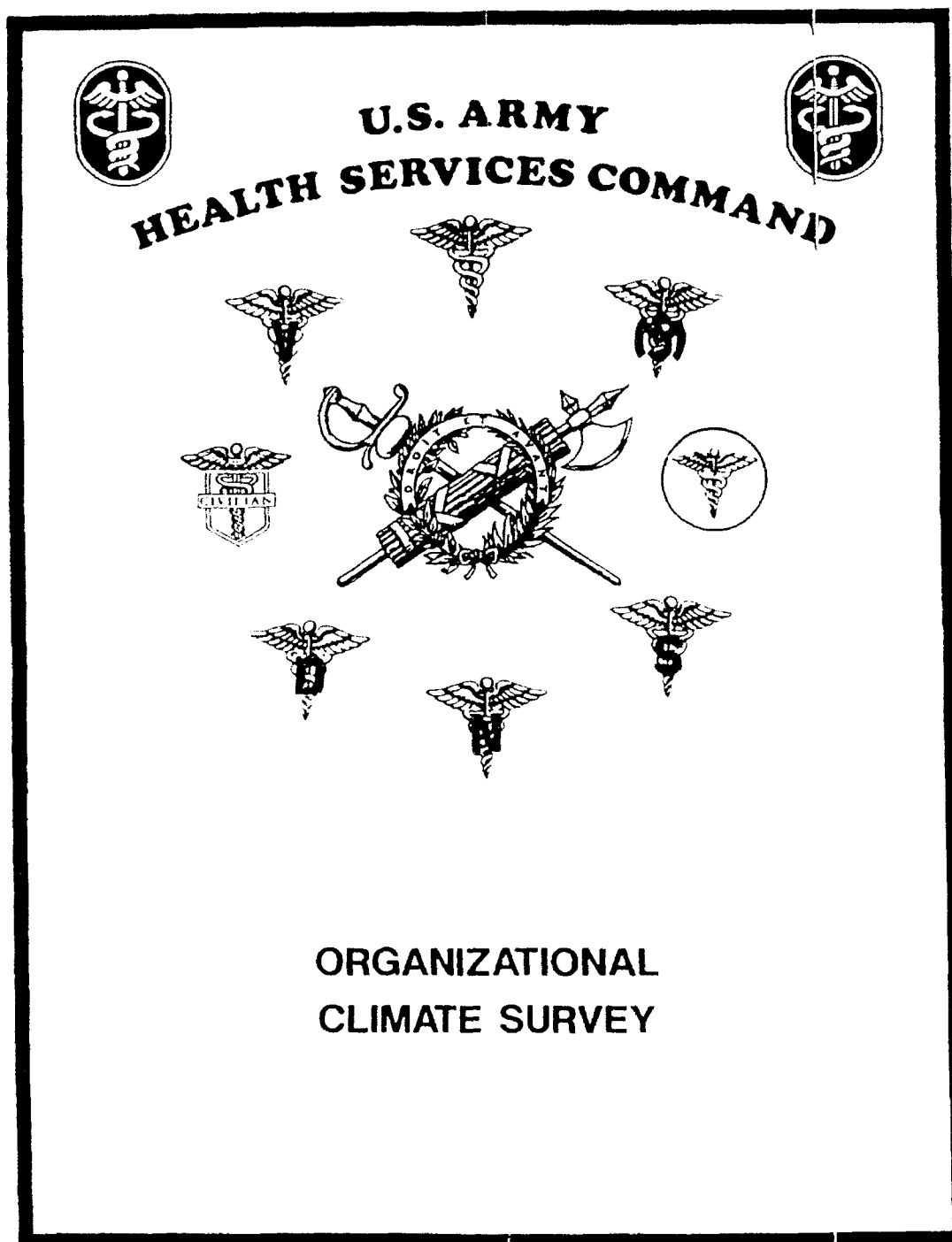
## Notes:

The rated items used a 7-point Likert scale where 1 = strongly disagree, 4 = do not know, 7 = strongly agree. For scoring purposes, blank responses were treated as missing values.

\*\* significance level  $p < .01$  (marker is to right of item where there was a significant difference between mean values)

sample size (n=135)

HSC Inspector General Organizational Climate Survey



HQ.HSC Form 533-E (HSIG) 1 Jun 91

## INSPECTOR GENERAL (IG) ORGANIZATIONAL CLIMATE SURVEY

The U.S. Army Health Services Command Inspector General is conducting a survey of how employees feel about their jobs and work situation. Your cooperation in completing this questionnaire will increase our understanding of personnel management practices and conditions within your organization.

This questionnaire is not a test. There are no right or wrong answers. In order for your response to be useful, however, it is important that you answer each question carefully and honestly.

Your participation in this survey is anonymous. Your answers will be held completely confidential; only summaries will be reported to your commander and the commanding general U.S. Army Health Services Command. No one in your organization will have information from this survey about any individual's answers.

Do not put your name on this questionnaire.

Thank you for your cooperation.

## IG ORGANIZATIONAL CLIMATE SURVEY

### Section I

The following information is needed to give more credibility to the replies in the continuing sections of this survey. It is important that you respond candidly and not omit applicable answers to ensure accuracy of analysis. CHECK ONLY ONE BLOCK.

1. Military ☐  
Civilian ☐ (1)
2. Category  
Officer  
01-03 ☐  
04-06 ☐  
Warrant Officer ☐  
  
Enlisted  
E1-E5 ☐  
E6 and above ☐  
  
Civilian  
GS-01 - GS-05 ☐  
GS-06 - GS-09 ☐  
GS-10 - GS-12 ☐  
GS/GM - 13 and above ☐  
Wage Grades ☐ (2)
3. My immediate (first line) supervisor is  
Military ☐  
Civilian ☐ (3)
4. Time supervised by my present immediate supervisor  
Less than 1 year ☐  
1-3 years ☐  
4-5 years ☐  
Over 5 years ☐ (4)
5. Length of time assigned to organization  
<1 year ☐  
1-3 ☐  
4-6 ☐  
6-10 ☐  
Over 10 ☐ (5)

## Section II

The following statements are about your work, organization, and the quality of leadership in your command, military/civilian working relationships, and the overall structure of this command. Please read each item carefully and indicate how you agree or disagree with it. Note the additional space provided at the end of the questionnaire for clarification or amplification of any information provided.

CIRCLE ONE NUMBER ONLY FOR EACH RESPONSE.

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
				SDisagree	DNK		SAgree	
1. The commander expects a one-Army team regardless of individual military or civilian status.	1	2	3	4	5	6	7	(6)
2. The office chiefs and above expect a military led, civilian supported work force.	1	2	3	4	5	6	7	(7)
3. The command leadership is decisive.	1	2	3	4	5	6	7	(8)
4. It is appropriate that all management positions are military.	1	2	3	4	5	6	7	(9)
5. Civilians play an appropriate role in this organization.	1	2	3	4	5	6	7	(10)
6. I have enough backing and authority to carry out my official responsibilities.	1	2	3	4	5	6	7	(11)
7. My job makes good use of my abilities.	1	2	3	4	5	6	7	(12)
8. I feel I am kept informed about matters pertaining to this organization by my supervisor.	1	2	3	4	5	6	7	(13)
9. I feel free to go to my supervisor with questions or problems about my work.	1	2	3	4	5	6	7	(14)
10. My work unit gets adequate support from top management.	1	2	3	4	5	6	7	(15)
11. My work group sometimes has difficulty doing its job well because of poor supervision/management.	1	2	3	4	5	6	7	(16)

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
				SDisagree	DNK		SAgree	
12. The work I perform is important to the mission of the organization.	1	2	3	4	5	6	7	(17)
13. Top management is concerned about military employees of this command.	1	2	3	4	5	6	7	(18)
14. Top management is concerned about civilian employees of this command.	1	2	3	4	5	6	7	(19)
15. Civilians should perform in more management positions within the command.	1	2	3	4	5	6	7	(20)
16. I am aware of what is happening in this organization.	1	2	3	4	5	6	7	(21)
17. Military supervisors/managers should be present when civilians are working.	1	2	3	4	5	6	7	(22)
18. Civilian supervisors/managers should be present when military are working.	1	2	3	4	5	6	7	(23)
19. Supervisors have had adequate training or preparation to be a supervisor.	1	2	3	4	5	6	7	(24)
20. It is clear who has the authority to make decisions in this command.	1	2	3	4	5	6	7	(25)
21. The organizational structure of my work unit is appropriate.	1	2	3	4	5	6	7	(26)
22. Military members are treated with respect within this organization.	1	2	3	4	5	6	7	(27)
23. Civilian members are treated with respect within this organization.	1	2	3	4	5	6	7	(28)
24. I understand the military rating system and how it works.	1	2	3	4	5	6	7	(29)
25. I understand the civilian rating system and how it works.	1	2	3	4	5	6	7	(30)
26. The Civilian Personnel Office understands my work unit's operations and mission.	1	2	3	4	5	6	7	(31)
27. The Civilian Personnel Office is responsive to the needs of the organization.	1	2	3	4	5	6	7	(32)

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
	SDisagree			DNK		SAgree		
28. The Military Personnel Office and military personnel activities are responsive to the personnel needs of military members of this command.	1	2	3	4	5	6	7	(33)
29. The finance personnel are responsive to personnel needs of members of this command.	1	2	3	4	5	6	7	(34)
30. The engineer support is responsive to the needs of the organization.	1	2	3	4	5	6	7	(35)
31. The telephone support is responsive to the needs of the organization.	1	2	3	4	5	6	7	(36)
32. The computer systems support is responsive to the needs of the organization.	1	2	3	4	5	6	7	(37)
33. I understand the chain of command within the organization.	1	2	3	4	5	6	7	(38)
34. Civilian employees abuse annual leave privileges.	1	2	3	4	5	6	7	(39)
35. Civilian employees abuse sick leave privileges.	1	2	3	4	5	6	7	(40)
36. The organization provides quality care to beneficiaries.	1	2	3	4	5	6	7	(41)
37. If authorized I would bring my family members to this organization for care.	1	2	3	4	5	6	7	(42)
38. The U.S. Army Health Services Command provides needed support.	1	2	3	4	5	6	7	(43)
39. Required periodic performance counseling is accomplished.	1	2	3	4	5	6	7	(44)
40. Personnel are recognized for their contributions in this organization.	1	2	3	4	5	6	7	(45)
41. The organization has combined military/civilian social activities.	1	2	3	4	5	6	7	(46)
42. There are not enough personnel in my work unit to get the job done effectively.	1	2	3	4	5	6	7	(47)

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
				SDisagree	DNK		SAgree	
43. Job related training material is available.	1	2	3	4	5	6	7	(48)
44. Notification was made of the time to register individual complaints to the Inspector General if you so desired.	1	2	3	4	5	6	7	(49)
45. The weight control program is equal across the organization.	1	2	3	4	5	6	7	(50)
46. The Army Physical Fitness Test is administered equally across the organization.	1	2	3	4	5	6	7	(51)
47. The commander visits all areas of the organization on a regular basis.	1	2	3	4	5	6	7	(52)
48. Top management is available for discussion if you desire.	1	2	3	4	5	6	7	(53)



Listed below are a number of work facilities or services. Please rate each item as it pertains to you.

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
	SDisagree			DNK		SAgree		
49. Eating facilities	1	2	3	4	5	6	7	(54)
50. Parking facilities	1	2	3	4	5	6	7	(55)
51. Transportation to and from work for personnel residing in billets	1	2	3	4	5	6	7	(56)
52. Supplies	1	2	3	4	5	6	7	(57)
53. Tools and equipment	1	2	3	4	5	6	7	(58)
54. Rest rooms	1	2	3	4	5	6	7	(59)
55. Ventilation	1	2	3	4	5	6	7	(60)
56. Air conditioning	1	2	3	4	5	6	7	(61)
57. Heating	1	2	3	4	5	6	7	(62)
58. Lighting	1	2	3	4	5	6	7	(63)
59. Size of working area	1	2	3	4	5	6	7	(64)
60. Sanitation or cleanliness of work site	1	2	3	4	5	6	7	(65)
61. Overall working conditions	1	2	3	4	5	6	7	(66)
62. Duty shifts	1	2	3	4	5	6	7	(67)
63. Access to physical fitness facilities	1	2	3	4	5	6	7	(68)

In general are you treated fairly in regard to the following points? (MARK ONLY ONE CIRCLE PER LINE).

64. Promotions	1	2	3	4	5	6	7	(69)
65. Training	1	2	3	4	5	6	7	(70)
66. Awards	1	2	3	4	5	6	7	(71)
67. Discipline	1	2	3	4	5	6	7	(72)
68. Grievances and appeals	1	2	3	4	5	6	7	(73)

Items 69 through 77 pertain to military personnel only.

	Strongly Disagree 1	Somewhat Disagree 2	Disagree 3	Do Not Know 4	Agree 5	Somewhat Agree 6	Strongly Agree 7	
				SDisagree	DNK		SAgree	
69. Duty rosters are maintained fairly and equitably across the command.	1	2	3	4	5	6	7	(74)
70. Appropriate materials are readily available to meet my continuing education and advancement needs.	1	2	3	4	5	6	7	(75)
71. BEQ/BOQ are satisfactory.	1	2	3	4	5	6	7	(76)
72. There is a junior officer council established.	1	2	3	4	5	6	7	(77)
73. There is a junior enlisted council established.	1	2	3	4	5	6	7	(78)
74. NCOs visit the enlisted billets at least monthly.	1	2	3	4	5	6	7	(79)
75. The company commander and first sergeant visit all areas at least once monthly.	1	2	3	4	5	6	7	(80)
76. The command policies are effective.	1	2	3	4	5	6	7	(81)
77. Post housing is satisfactory.	1	2	3	4	5	6	7	(82)

The following questions are your opportunity to express your opinion about what is good and bad in this organization. Please write in the space provided.

78. What do you like best about the organization? (83-4)  
(85-6)

79. What do you feel needs improvement within the organization? (87-8)  
(89-90)

80. What do you consider to be the least effective command policy or procedure?

(91-2)  
(93-4)

81. If you could change one thing in the organization, what would you change?

(95-6)

COMMENTS:

(97-8)  
(99-100)  
(101-5)

Thank you for your assistance!